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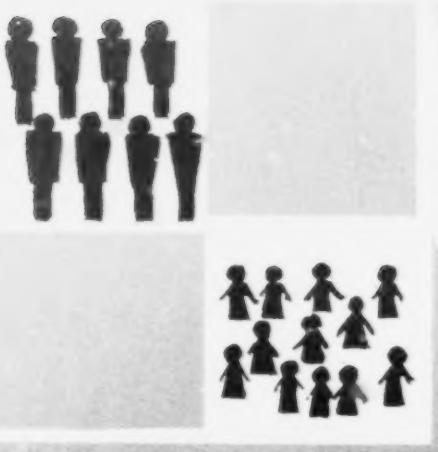
ABSTRACT

This report provides 5-year (1966-1970) trends for the following manpower planning factors: number of employees in each career field, grade distribution, age, length of service, education, employment of women, promotions, retirement, and losses. These data are intended as an aid to Veterans Administration (VA) management in assessing future manpower needs. Highlights from the data include: (1) Employment in the VA's major professional and administrative career fields increased by almost 6%; (2) Grade distribution remained fairly constant; (3) The average age of employees changed very little; (4) Retirement was not a big factor in employee turnover; and (5) Losses for all reasons averaged around 8% per year. It is stated that manpower planning for the period 1971-1975 should focus on short-range development programs for career employees, entrance-level career-trainee programs, quality-control measures, and identification and development of executive potential. (JS)



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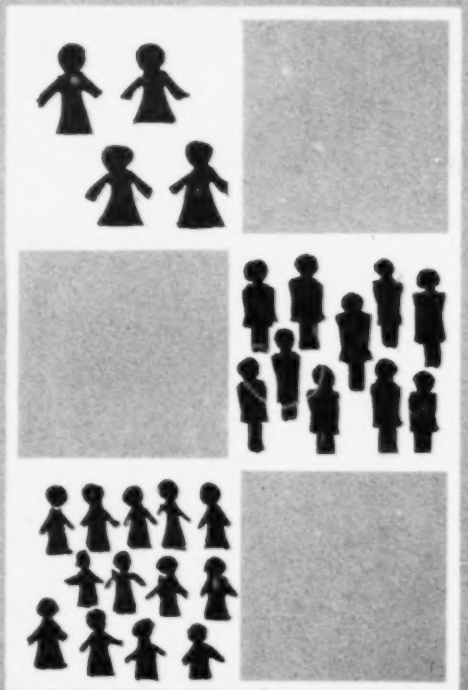
Manpower Planning Data

1966--1970 Trends
1971--1975 Projections



SELECTED PROFESSIONAL AND ADMINISTRATIVE CAREER FIELDS

AC 012 738

Assistant Administrator for Personnel
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INTRODUCTION

- **Manpower Planning Data** provides information of significance for manpower planning in VA's major professional and administrative career fields. Through a series of statistical tables,[1] each with an accompanying analysis, five-year trends (1966-1970) are provided for a number of manpower planning factors such as the number of employees in each career field, grade distribution, promotions, retirement eligibility, and loss rates. For loss data, five-year projections (1971-1975) are also provided. Major changes that have occurred and their implications for manpower planning are highlighted at the beginning of the report.

- This information is intended as an aid to management–primarily those responsible for the maintenance of career systems–in assessing future manpower needs in these important functional fields. It can also help in deciding what controls should be established to assure that planning will produce the quality as well as the quantity of personnel needed for mission accomplishment in the years ahead.

- A complementary publication, *Career Field Profiles,* Veterans Administration, 1972, organizes the manpower planning data contained herein in a set of one-page profiles, each containing all of the data pertinent to a given career field. Persons who desire an overview of a particular career field will find this publication useful.

- Guidelines for integrating manpower planning with related elements in the management of career systems are contained in VA Program Guide PG-05-14, "Career Systems." Review of this data should be made in the perspective provided by these guidelines.

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[1] *Data was derived from the VA PAID (Personnel and Accounting Integrated Data) system. Data on personnel (employment, grades, age, length of service, education, women, and retirement eligibility) is based upon employees on the rolls as of the last day of each calendar year, for the years 1966 through 1970. Data on personnel actions (promotions, inter-station movements, retirements, and other losses) is based upon the actual number of such actions occurring during each of the calendar years 1966 through 1970, in relation to end-of-the-calendar-year employment. Data for 1971-1975 projections of retirement and other losses is based upon end-of-the-calendar-year-1970 employment, which is construed to be the annual average for the five-year period. Because of space limitations, data is presented only for the first and last years of the 1966–1970 period, together with average data for the five years. For annual data, contact the Executive Development Staff, Office of Personnel (05C2).*

HIGHLIGHTS

SIGNIFICANT CHANGES THAT HAVE OCCURRED IN VA'S MAJOR PROFESSIONAL AND ADMINISTRATIVE CAREER FIELDS[1] IN THE FIVE-YEAR PERIOD 1966-1970 AND THEIR IMPLICATIONS FOR MANPOWER PLANNING IN 1971-1975

- **EMPLOYMENT** in VA's major professional and administrative career fields increased by nearly 6 per cent from 1966 through 1970. Data Management and Contact rose by more than a third, but most fields remained relatively stable.

- **GRADE DISTRIBUTION** remained fairly constant. There were 2 per cent fewer employees in the lower (GS-5 through 9) grades and 3 per cent more in the middle (10-14) grades, but the proportion of employees in the senior (15-18) grades remained the same.

- The average **AGE** of employees in the fields changed very little in five years. But the percentage of employees at or nearing retirement age (55 and up) increased in some fields; the fields with the highest percentages were Attorney, Loan Guaranty, and Physician; considering only centralized[2] positions, the fields with the highest percentages 55 and over were Attorney, Adjudicator, Loan Guaranty, and Physician. Average **LENGTH OF SERVICE** increased slightly.

- **RETIREMENT** was not a big factor in employee turnover in the five year period 1966-1970. Only about 2 per cent of the employees retired each year—about one-fourth of those eligible to retire. About 3.7 per cent are expected to retire each year, 1971-1975. For centralized employees, about one-fourth will be eligible to retire annually, and the retirement rate is expected to be about 6.5 per cent a year.

- **LOSSES** for all reasons averaged around 8 per cent a year from 1966 to 1970 (excluding Nurses and Physicians). We project a continued stable loss rate from 1971 to 1975, averaging about 10 per cent a year (except for Nurses and Physicians).

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[1] *For the composition and organizational coverage of the 19 major professional and administrative career fields see the appendix, page 38.*

[2] *Centralized positions are those for which placement authority is retained in VA Central Office. Generally, they comprise positions at grades GS-14 and above (and GS equivalents) and those with program chief responsibilities at any grade level.*

- **IMPLICATIONS**. In general, manpower planning for the seventies should focus on:

  Short-range development programs for career employees qualified for advancement to key centralized positions (principally Division and Service Chiefs).

  Entrance-level career-trainee programs for intake and development of personnel with potential to meet our long-range needs for professional and administrative leadership.

  Quality-control measures to assure that the mix of personnel in these programs is such as will foster achievement of both short and long range staffing objectives.

  Identification and development of executive potential. These career fields are the primary resource for meeting our future needs for general managers as well as for program chiefs and directors. Concern for this need must be reflected in the kind of people we bring into these career fields, in appraisals of their performance and potential, and in their development.

- **FOR EACH CAREER FIELD**, manpower planning requirements must, of course, be derived from a careful analysis of the field's own personnel characteristics, as presented in the following tables and in more detailed data which has been made available to the respective Services and Staff Offices.

CAREER FIELD EMPLOYMENT

(Table 1)

- Most of VA's major professional and administrative career fields acquired modest personnel increases in the five-year period 1966-1970 to help meet the augmented need for service to veterans engendered by the Vietnam era. The average increase was 5.6 per cent. By comparison, VA's *total* employment (full-time, permanent, paid) rose only 2.1 per cent during the same period, and federal civilian employment as a whole (full-time, permanent, paid in the Executive Branch) rose only 1.3 per cent.

- Largest employment gains were in Data Management (38 per cent) and Contact (36 per cent), both a reflection of greatly expanded activities.

- Other apparently large gains (as in Supply, Fiscal, and Medical Administration) were in part the result of variations in our data retrieval criteria and technique and do not signify substantial increases in manpower.

- Overall, the size of the staff in most fields was fairly stable, with a slight upward trend, while the occupational mix remained constant.

TABLE 1. CAREER FIELD EMPLOYMENT

CAREER FIELD	Employment, Full-Time, Non-Temporary, GS 5-18 (or equivalent)[1]				
	Number		Per Cent Change		5-Year Average
	1966	1970	+		
Nurse (Title 38)	14,820	15,510	4.7		14,975
Physician (Title 38)	5,100	5,030		1.7	5,085
Adjudicator	2,340	2,400	2.6		2,330
Fiscal Management	1,550	1,800	16.1		1,670
Social Worker	1,700	1,770	4.1		1,745
Supply Management	1,040	1,450	28.3		1,330
Medical Administration	1,170	1,340	14.5		1,270
Loan Guaranty	1,220	1,110	9.0		1,185
Psychologist[2]	1,000	1,050	5.0		1,015
Contact Officer	690	940	36.2		805
Personnel Management	840	900	7.1		870
Dietitian[3]	900	820		9.0	860
Data Management	580	800	38.0		710
Dentist (Title 38)	700	780	1.1		740
Attorney	730	730	0		740
Pharmacist	650	730	12.3		685
Engineer[2]	500	480			565
Management Analyst[2]	500	410			480
Building Management	270	280	3.7		280
TOTAL	36,300	38,330	5.6		37,330
TOTAL (LESS Title 38)	15,680	17,010	8.5		16,530

[1] *Numbers are rounded.*
[2] *Technicians included through 1969.*
[3] *1966 Figures included an undetermined number of temporary employees (interns).*

GRADE DISTRIBUTION

(Table 2)

- Overall, the percentage of employees in the lower, middle, and upper levels of the grade range changed very little in the five-year period 1966-1970. The upper level (GS 15-18) actually contained a slightly smaller percentage of the employee population in 1970 than it did in 1966, while the middle level increased by about 3 per cent.

- The greatest *escalation* was for Pharmacists, with 38 per cent more employees above grade GS-9 than in 1966. Building Management was next, with 17 per cent more employees above GS-9, followed by Data Management with 15 per cent more. The Pharmacist surge is a reflection of revised CSC position classification standards, while the other increases seem due to VA action in establishing higher grade positions or upgrading existing ones.

- In two occupational fields, there was a significant *decrease* in the grade profile. The number of Dentists in the upper grade levels was 10 per cent less in 1970 than it was in 1966; and there were 4 per cent fewer Contact personnel above Grade 9 in 1970 than there were in 1966. In both cases, the decrease seems due to the replacement of older, higher grade employees with younger recruits in lower grade positions.

TABLE 2. GRADE DISTRIBUTION

CAREER FIELD	Percentage of Employees in Lower, Middle And Upper Grades					
	1966			1970		
	5–9[1]	10–14	15–18	5–9	10–14	15–18
Attorney	3.4	91.4	5.2	0.4	91.8	7.8
Adjudicator	44.4	55.1	0.5	39.9	59.4	0.7
Building Management	70.0	29.6	0.4	53.2	46.4	0.4
[illegible]ct Officer	70.6	29.3	0.1	74.7	25.2	0.1
Data Management	56.7	41.4	1.9	41.8	56.7	1.5
Dietitian	57.7	42.2	0.1	52.9	47.0	0.1
Engineer	10.4	86.0	3.6	5.0	91.7	3.3
Fiscal Management	64.4	34.9	0.7	61.7	37.5	0.8
Loan Guaranty	45.6	53.3	1.1	37.9	60.5	1.6
Management Analyst	17.0	80.8	2.2	7.6	88.0	4.4
Medical Administration	60.8	39.1	0.1	59.7	40.2	0.1
Personnel Management	24.2	72.9	2.9	18.2	80.0	1.8
Pharmacist	50.7	49.1	0.2	12.0	87.9	0.1
Psychologist	8.5	90.4	1.1	0.9	97.0	2.1
Social Worker	13.5	86.4	0.1	8.4	91.5	0.1
Supply Management	69.2	30.5	0.3	69.2	30.7	0.1
Physician (Title 38)	---	33.7	66.3	---	32.0	68.0
Dentist (Title 38)	---	36.4	63.6	---	46.4	53.6
Nurse (Title 38)	83.8	16.2	.006	82.2	17.8	.006
TOTAL	52.3	36.7	11.0	49.9	39.6	10.5
TOTAL (LESS Title 38)	41.8	57.1	1.1	37.5	61.4	1.1

[1] *General Schedule or equivalent.*

AGE: AVERAGE YEARS OF AGE

(Table 3)

- The average age of employees in VA's major professional and administrative career fields changed very little in the five-year period 1966-1970. The advance in age of employees remaining with the VA during the period was very nearly counterbalanced by the spread between the ages of incoming and outgoing employees.

- Attorneys, Loan Guaranty personnel, and Physicians had the highest average age (about 50), while Data Management personnel, Nurses, and Dietitians maintained the lowest average age (about 40). These same relationships existed in 1966.

- Four fields–Dentistry, Adjudication, Contact, and Engineering–were in 1970, actually "younger," on the average, than they were five years before. In all other fields the age level held steady or increased slightly.

- During the period 1966-1970, the average age of incoming employees was over 40 in five fields and well up in the 30's in most of the others.

TABLE 3. AGE: AVERAGE YEARS OF AGE

CAREER FIELD	Average Years of Age			
	Employees In The Career Field 1966	Accessions 1966–1970	Losses 1966–1970	Employees In The Career Field 1970
Loan Guaranty	51.0	41.6	54.7	51.4
Attorney	52.0	39.8	50.4	51.3
Physician (Title 38)	50.0	41.3	48.5	50.7
Contact Officer	50.0	40.8	51.6	48.3
Fisc[illegible]anagement	47.0	37.0	47.8	48.1
Supply Management	48.0	40.7	48.4	48.0
Building Management	46.0	37.4	47.5	47.8
Management Analyst	47.0	37.8	45.5	47.5
Adjudicator	49.0	36.1	43.4	47.4
Medical Administration	47.0	40.5	48.1	47.3
Psychologist	45.0	37.2	42.3	46.0
Dentist (Title 38)	49.0	32.0	48.3	45.9
Personnel Management	45.0	33.0	46.5	45.4
Social Worker	42.0	35.3	38.2	45.3
Pharmacist	44.0	37.8	41.0	45.2
Engineer	46.0	37.8	46.3	45.1
Dietitian	41.0	30.2	37.0	43.8
Nurse (Title 38)	41.0	34.1	33.8	42.4
Data Management	40.0	31.0	35.6	40.2
TOTAL	44.7	35.4	39.3	45.5
TOTAL (LESS Title 38)	46.5	36.5	45.8	46.9

AGE: 55 YEARS AND OVER

(Table 4)

- Of more significance for manpower planning than the *average* age of a group is the proportion that are in the upper end of the age range–those 55 and over.

- In 1966, 18 per cent of the employees in VA's major professional and administrative career fields were 55 or more years of age. Attorney, Physician, and Dentist career fields had the highest proportions (39, 37, and 37 per cent), while Data Management, Nurse, and Pharmacist had the lowest (6, 9, and 9 per cent).

- In 1970, the change was not great as 20 per cent of the total were in this age group, with Attorney, Physician, and Loan Guaranty having the highest proportion and, as in 1966, Data Management, Nurse, and Pharmacist, the lowest.

- If we direct attention to employees in "centralized" positions only–roughly 10 per cent of the employees in VA's major career fields–we find that:

  In 1966, 38 per cent of these employees were 55 or more years of age, ranging from 5 per cent of the Data Management field to 60 per cent of the Nurse field.

  In 1970, 41 per cent were 55 or over, ranging from 13 per cent of the Data Management field to 62 per cent of the Attorney field.

TABLE 4. AGE: 55 YEARS AND OVER

CAREER FIELD	Percentage of Employees 55 or More Years of Age			
	Total Career Field		Centralized Positions	
	1966	1970	1966	1970
Attorney	39.0	50.0	37.0	62.0
Adjudicator	28.0	31.0	41.0	58.0
Loan Guaranty	33.0	38.0	56.0	57.0
Physician (Title 38)	37.0	39.0	54.0	53.0
Dentist (Title 38)	37.0	30.0	55.0	46.0
Social Worker	19.0	24.0	36.0	41.0
Nurse (Title 38)	9.0	14.0	60.0	38.0
Contact Officer	30.0	26.0	35.0	36.0
Management Analyst	16.0	29.0	18.0	33.0
Supply Management	17.0	21.0	28.0	32.0
Fiscal Management	16.0	24.0	20.0	31.0
Medical Administration	21.0	19.0	13.0	31.0
Dietitian	15.0	17.0	30.0	28.0
Engineer	26.0	23.0	36.0	28.0
Personnel Management	12.0	17.0	18.0	26.0
Psychologist	19.0	30.0	19.0	23.0
Building Management	17.0	20.0	17.0	22.0
Pharmacist	9.0	14.0	13.0	19.0
Data Management	6.0	8.0	5.0	13.0
TOTAL	18.0	20.0	38.0	41.0
TOTAL (LESS Title 38)	20.0	22.0	25.0	32.0

LENGTH OF SERVICE: AVERAGE YEARS

(Table 5)

- Service, in this report, includes any federal service, military or civilian, which is creditable towards retirement. Since many of our employees are war veterans and some have prior service in other federal agencies, our figures do not reflect VA experience exclusively. However, they do provide clues, together with age, to impending retirements.

- The average years of service (14) increased slightly from 1966 to 1970, signifying that incoming employees had nearly as much service as those who left.

- There is not necessarily a correlation between age and length of service. For example, Physicians ranked third highest in age and seventeenth in length of service. Generally, the administrative fields are high in length of service, professional low.

- The same relationships (professional vs. administrative) existed with respect to the length of service of employees leaving the VA. Professional fields tended to lose employees within 8 years; administrative fields, after 15 or more.

TABLE 5. LENGTH OF SERVICE: AVERAGE YEARS

CAREER FIELD	Average Years of Service		
	Employees in the Career Field 1966	Losses 1966–1970	Employees in the Career Field 1970
Supply Management	21.0	22.5	21.8
Medical Administration	20.0	19.6	21.4
Management Analyst	20.4	19.0	21.3
Fiscal Management	20.0	18.0	21.2
Loan Guaranty	19.0	19.8	20.6
Building Management	18.0	18.2	20.4
Contact Officer	23.0	18.2	20.1
Personnel Management	20.0	16.8	20.1
Attorney	19.0	14.8	19.3
Adjudicator	19.0	18.7	18.9
Dentist (Title 38)	16.7	16.1	15.0
Engineer	14.0	16.2	14.7
Data Management	15.0	10.1	14.3
Psychologist	14.0	11.1	14.3
Pharmacist	13.0	8.7	13.8
Dietitian	11.0	9.7	13.2
Physician (Title 38)	13.0	10.7	12.0
Social Worker	10.7	8.5	11.6
Nurse (Title 38)	10.0	5.8	10.7
TOTAL	13.0	9.2	14.2
TOTAL (LESS Title 38)	15.3	14.5	18.1

LENGTH OF SERVICE: 25 YEARS OR MORE

(Table 6)

- Overall, the percentage of employees with 25 or more years of service almost doubled from 1966 to 1970, even though the average years of service changed very little.

- In 1970, in eight career fields at least half the employees had 25 or more years of service.

- Focusing on employees in centralized positions–roughly 10 per cent of the employees in VA's major career fields–in seven fields, in 1970, more than 75 per cent of the centralized employees had served 25 years or more. All of the DVB career fields are in the upper part of the range.

TABLE 6. LENGTH OF SERVICE: 25 YEARS OR MORE

CAREER FIELD	Percentage[1] of Employees With 25 Years Or More			
	Total Career Field		Centralized Positions	
	1966	1970	1966	1970
Adjudicator	34	50	54	88
Contact Officer	47	52	70	87
Fiscal Management	25	53	52	87
Supply Management	28	49	59	85
Loan Guaranty	23	50	58	81
Attorney	24	51	47	79
Personnel Management	30	51	47	77
Data Management	14	22	33	70
Medical Administration	22	50	37	65
Management Analyst	28	58	34	60
Dentist (Title 38)	13	32	23	50
Building Management	18	40	21	48
Social Worker	1	8	4	36
Dietitian	7	13	14	34
Physician (Title 38)	10	16	20	31
Psychologist	10	22	8	31
Engineer	20	21	29	29
Pharmacist	5	14	9	28
Nurse (Title 38)	3	8	8	27
TOTAL	12	23	26	45
TOTAL (LESS Title 38)	20	38	32	59

[1] *Rounded.*

EDUCATION: AVERAGE YEARS

(Table 7)

- The "average years of education" as used in this report is a construct derived by assigning a numerical value of 10 to all employees with less than high school education, 12 to high school graduates, and adding 1 for each year completed beyond high school. College graduation is rated at 16, a master's degree at 17 or 18, Ph.D.'s at 19 and doctorates in medicine and dentistry at 20, regardless of actual number of years involved in obtaining the degree.

- The most noteworthy fact about the educational statistics is that in 5 years, 1966–1970, the overall level of education remained virtually unchanged. This is, of course, to be expected in those fields with mandatory degree requirements, but it is also true of the non-degree fields, with or without the inclusion of Nurses.

- In all of the non-degree fields (except Nurses), employees coming into these fields from outside the VA were better educated, on the average, than those who left the field and the VA. ("Accessions" and "Losses," Table 7, pertain only to movements in or out of VA). Nevertheless, in these same fields the overall average level of education remained about the same.

- The above combination of statistical facts implies that a substantial portion of the positions filled in the non-degree fields in the 5-year period 1966–1970 were filled by accession of employees with lower than average levels of educational achievement from elsewhere within the VA. Stated another way, employees brought into these fields from outside the VA were better educated, on the average, than those already in the field, while those brought in by reassignment or promotion from other VA fields were less educated, on the average, than those already in the field.

TABLE 7. EDUCATION: AVERAGE YEARS

CAREER FIELD	Average Years of Education			
	Employees In The Career Field 1966	Accessions 1966–1970	Losses 1966–1970	Employees In The Career Field 1970
Physician (Title 38)	20.0	20.0	20.0	20.0
Dentist (Title 38)	20.0	20.0	20.0	20.0
Psychologist[1]	18.5	18.4	18.2	18.7
Social Worker	18.0	18.0	17.9	18.0
Attorney	17.7	17.9	17.7	17.9
Dietitian	16.2	16.1	16.1	16.2
Pharmacist	16.1	16.2	16.0	16.1
Engineer[1]	15.3	15.5	15.3	15.8
Adjudicator[2]	15.8	16.4	16.3	15.5
Nurse (Title 38)[2]	15.3	15.2	15.2	15.3
Management Analyst[1,2]	14.4	15.4	14.4	14.8
Personnel Management[2]	14.5	15.3	14.9	14.8
Data Management[2]	13.5	15.0	14.1	13.7
Loan Guaranty[2]	13.7	14.3	14.0	13.7
Contact Officer[2]	13.8	14.1	13.9	13.6
Building Management[2]	13.3	14.6	13.2	13.3
Medical Administration[2]	13.3	14.8	13.9	13.3
Fiscal Management[2]	13.2	14.5	13.4	13.2
Supply Management[2]	12.5	13.7	12.5	12.6
GRAND TOTAL	15.9	16.3	16.0	15.9
TOTAL FIELDS[2]	14.8	16.1	14.4	14.8
TOTAL FIELDS[2] (LESS Nurses)	14.0	13.9	12.7	13.9

[1] *Technicians included through 1969.*
[2] *Fields NOT requiring a college degree.*

EDUCATION: COLLEGE GRADUATES

(Table 8)

- VA's major career fields had fewer college graduates in 1970, in relation to total career field employment, than five years before. In seven of the eleven career fields not requiring a college degree, the percentage stayed even or increased slightly. However, the decreases in the other four fields (especially in Adjudication—one of the largest) were enough to bring the overall percentage below the 1966 level.

- In 1970, as in 1966, there continued to be a wide range in the use of college graduates in those fields not requiring a degree: from 7 per cent in Supply to 62 per cent in Adjudication (Veterans Claims Examiners). The rank-order among users also remained as it was in 1966. (Large increases for Engineers and Management Analysts are due in part to our dropping technicians from their occupational coverage.)

- The percentage of college graduates brought into the non-degree fields (from outside the VA) in the five-year period exceeded that of the losses in every field but Nursing. Here again it must be inferred (since for most fields the 1970 percentage of college graduates was about the same or lower than the 1966 rate) that the influx of college graduates into the career fields from outside the VA was counterbalanced by a larger intake of non-degree holders from within the VA.

- This does not necessarily imply lower standards of selection for VA employees, since other methods besides academic achievement may be used to measure employee ability and potential.

TABLE 8. EDUCATION: COLLEGE GRADUATES

CAREER FIELD	Percentage of College Graduates			
	Total Career Field 1966	Accessions 1966–1970	Losses 1966–1970	Total Career Field 1970
Physician (Title 38)	100	100	100	100
Dentist (Title 38)	100	100	100	100
Dietitian	100	100	100	100
Pharmacist	97	100	98	100
Psychologist[1]	99	99	99	100
Social Worker	100	100	100	100
Attorney	96	99	94	98
Engineer[1]	77	84	81	89
Adjudicator[2]	66	86	80	62
Personnel Management[2]	51	77	60	55
Management Analyst[1,2]	47	75	51	55
Data Management[2]	29	70	43	30
Nurse (Title 38)[2]	29	25	25	29
Contact Officer[2]	26	38	35	26
Loan Guaranty[2]	27	38	33	26
Building Management[2]	22	40	28	20
Medical Administration[2]	21	40	27	20
Fiscal Management[2]	19	53	26	19
Supply Management[2]	6	24	9	7
TOTAL	52	57	49	51
TOTAL FIELDS[2]	32	36	30	31
TOTAL FIELDS[2] (LESS Nurses)	35	66	48	33

[1] *Technicians included through 1969.*
[2] *Fields NOT requiring a college degree.*

EMPLOYMENT OF WOMEN

(Table 9)

- More than half of the employees in VA's major professional and administrative career fields are women. The fields with the highest percentage of women are Nursing, Dietetics, and Social Work.

- The overall percentage of women in the career fields was slightly higher in 1970 than it was in 1966. There was some increase in 13 of 19 career fields. Largest relative gains were made in Adjudication, Supply Management, Contact, and Data Management.

- In the three fields employing the highest percentage of women, the intake rate over the five-year period was slightly below the loss rate. Most of the other fields, however, gained more women than they lost during the same period.

TABLE 9.. EMPLOYMENT OF WOMEN

CAREER FIELD	Percentage of Women			
	Total Career Field 1966	Accessions 1966–1970	Losses 1966–1970	Total Career Field 1970
Dietitian	98.0	97.0	98.0	98.1
Nurse (Title 38)	97.0	96.9	97.1	96.4
Social Worker	52.0	55.7	61.3	49.4
Fiscal Management	30.0	33.5	41.4	34.0
Supply Management	21.0	24.0	27.5	28.5
Data Management	17.0	25.5	25.2	23.4
Personnel Management	20.0	24.4	23.6	22.2
Adjudicator	12.0	23.6	21.2	20.3
Medical Administration	20.0	38.0	23.4	17.3
Contact Officer	6.0	11.3	5.7	12.7
Psychologist	13.0	16.9	16.3	11.3
Management Analyst	10.0	14.0	23.6	10.8
Loan Guaranty	9.0	6.4	10.4	10.4
Physician (Title 38)	7.0	8.0	5.5	8.7
Pharmacist	6.0	13.8	12.5	8.3
Building Management	7.0	1.7	12.6	5.8
Attorney	1.8	4.6	2.8	1.9
Dentist (Title 38)	0.0	1.0	0.6	0.3
Engineer	0.8	1.5	0.8	0.2
TOTAL	50.1	61.3	64.9	51.5
TOTAL (LESS Nurses, Dietitians, and Social Workers)	11.0	14.4	14.5	15.2

PROMOTIONS

(Table 10)

- About 9 per cent of the employees in VA's major professional and administrative career fields were promoted in 1970. This composite rate combines rates of about 5 per cent for Title 38 employees and 12 per cent for all others. This is a considerable reduction from the 1966 rate of about 16 per cent (8.5 per cent for Title 38 employees and 25 per cent for all others).

- In general, the percentage of employees promoted in each of the two years, 1969 and 1970, is about half of what it was in each of the preceding three years.

- Except for an atypical rate in 1967 when 6300 Nurses received promotions (43 per cent), the average promotion rate for Title 38 employees over the five-year period was about 8 per cent as compared with 20 per cent for other professional and administrative employees. Several factors contributed to this disparity: (1) Many Physicians and Dentists are at the Senior or Chief grade and cannot be promoted without assuming administrative responsibilities. (2) Title 38 promotions result from periodic evaluation of qualifications, whereas competitive service promotions reflect turnover in positions above the entrance level and the filling of these vacancies by internal placement rather than by outside recruitment.

- Active career trainee programs, with "built in" promotions also contributed to higher promotion rates in the non-Title 38 fields. Most of the fields with high promotion rates have such programs.

TABLE 10. PROMOTIONS

CAREER FIELD	Percentage of Employees Promoted		
	1966	1970	Annual Average 1966–1970
Data Management	51.0	20.5	37.5
Building Management	40.9	15.6	30.5
Contact Officer	24.6	15.9	24.5
Medical Administration	27.0	19.9	24.4
Personnel Management	29.5	16.3	24.0
Supply Management	24.1	19.3	23.7
Management Analyst	29.0	15.1	23.7
Engineer	39.5	9.4	22.2
Adjudicator	27.5	13.2	21.5
Fiscal Management	23.0	12.3	21.0
Pharmacist	13.8	11.6	18.5
Dietitian	22.2	11.4	18.3
Nurse (Title 38)	7.6	5.4	14.6
Psychologist	21.6	9.7	14.1
Loan Guaranty	17.8	9.3	13.6
Attorney	10.4	7.0	13.5
Social Worker	23.3	4.3	12.2
Physician (Title 38)	11.0	4.3	8.5
Dentist (Title 38)	9.4	6.7	8.4
TOTAL	15.8	8.6	16.1
TOTAL (LESS Physicians, Dentists, and Nurses)	25.3	12.3	20.0

MOBILITY

(Table 11)

- "Mobility," as used in this report, records the incidence of employee transfers from one VA station to another. Only permanent moves–i.e., official change of station–are included. Since most such moves are made for the sake of career advancement, mobility data are, to some extent, a measure of the vitality of a career system. However, it should be noted that mobility reflects not only employee readiness to move but also the opportunities for transfer; and these in turn are a function of turnover (i.e., the rate at which position vacancies occur) and of departmental or staff office replacement policies.

- Overall, during the five-year period 1966-1970, there were 3 inter-station moves each year for every 100 Title 38 employees and 4 each year for every 100 employees of the other 16 career fields. As was the case with promotions, the mobility rates for 1969 and 1970 were considerably lower than the rates for the preceding three. Both reductions correlate with reduced turnover in 1969 and 1970.

- Most of the fields with high average annual mobility have active career trainee programs with built-in mobility provisions (Building Management, Personnel, Management Analyst, Medical Administration, Supply, Fiscal, and Engineer). These accounted for half or more of the inter-station moves in those fields. Movement to fill centralized (principally Service Chief) positions accounted for much of the remainder.

TABLE 11. MOBILITY

CAREER FIELD	Number of Inter-Station Moves Per 100 Employees		
	1966	1970	Annual Average 1966–1970
Building Management	16.0	13.0	13.8
Personnel Management	14.7	10.3	11.4
Management Analyst	9.3	16.0	9.0
Engineer	6.8	6.5	7.1
Supply Management	8.1	7.0	6.5
Dentist (Title 38)	7.7	5.5	6.2
Medical Administration	4.2	6.4	5.8
Pharmacist	6.3	3.0	4.5
Dietitian	4.8	3.6	4.1
Fiscal Management	6.4	2.7	3.8
Psychologist	3.8	4.0	3.6
Physician (Title 38)	4.0	2.7	3.5
Social Worker	4.1	3.3	3.5
Contact Officer	4.2	2.0	3.1
Data Management	1.8	4.3	2.8
Nurse (Title 38)	3.8	2.4	2.8
Adjudicator	2.2	1.3	1.7
Loan Guaranty	1.4	1.9	1.2
Attorney	1.2	0.6	1.0
TOTAL	4.5	3.4	3.7
TOTAL (LESS Title 38)	5.4	4.3	4.0

RETIREMENT: ANNUAL RATES

(Table 12)

- Retirement was not of a magnitude to cause major manpower replacement problems in the five-year period 1966–1970.

- On the average, about 8 per cent of the employees were eligible to retire each year and 2 per cent (¼ of the eligibles) did retire. The range of retirement eligibles was from 2 per cent to 22 per cent of the employee population in the respective fields, while actual retirements ranged from 1 per cent to 4 per cent.

- A significant phenomenon observed over the five-year period is that while the percentage of retirement eligibles increased steadily each year, the percentage of eligibles who retired remained relatively constant. As a rule of thumb, it appears that one may count on 25 per cent of the eligibles in a given year retiring.

- In the five-year period 1971-1975, about 12 per cent of the employees will be eligible to retire each year. However, losses due to retirement will still be only a small percentage of total employed in each field–ranging from 2 per cent a year for Pharmacists to 6.3 per cent a year for Attorneys and Contact Officers.

TABLE 12. RETIREMENT: ANNUAL RATES

CAREER FIELD	1970		1966–1970		1971–1975	
	Percentage Of Employees		Annual Percentage Of Employees		Annual Percentage Of Employees*	
	Eligible	Retired	Eligible	Retired	To Be Eligible	To Retire
Attorney	24.9	3.6	18.6	2.9	31.2	6.3
Contact Officer	11.6	3.5	12.4	3.8	18.7	6.3
Loan Guaranty	18.7	3.8	17.2	3.4	24.0	6.0
Supply Management	10.2	3.8	7.4	2.4	14.1	5.6
Adjudicator	13.5	3.0	13.5	2.6	21.4	5.4
Medical Administration	6.0	2.3	4.6	1.7	13.4	5.4
Fiscal Management	9.3	2.3	8.1	2.1	17.6	5.3
Personnel Management	6.3	1.9	4.9	1.6	15.0	5.0
Physician (Title 38)	21.6	4.3	16.9	3.1	19.8	4.9
Management Analyst	14.0	2.2	10.9	2.0	22.0	4.5
Dentist (Title 38)	20.8	5.0	21.5	3.4	19.4	3.9
Building Management	7.7	0.7	6.6	2.1	15.1	3.8
Psychologist	10.6	2.2	9.3	1.4	13.5	3.4
Social Worker	10.2	2.2	7.7	1.4	11.9	3.0
Engineer	19.7	3.7	15.6	2.5	14.0	2.8
Dietitian	6.6	2.7	6.1	2.1	8.8	2.6
Nurse (Title 38)	3.4	1.5	3.0	1.5	4.8	2.4
Data Management	3.1	1.1	1.7	0.7	5.8	2.3
Pharmacist	3.8	0.7	5.1	1.2	8.0	2.0
TOTAL	9.5	2.5	8.3	2.1	12.1	3.7
TOTAL (LESS Title 38)	10.9	2.6	9.5	2.2	16.2	4.6

*Estimated.

RETIREMENT: CENTRALIZED POSITIONS, 1971–1975, PROJECTED

(Table 13)

- Retirement from centralized positions in the five-year period 1971–1975 will be higher for employees in centralized positions than for the total career field employment.

- Annually, about one-fourth of the centralized employees will be eligible to retire, and the retirement rate will be about 6.5 per cent a year.

- Highest attrition through retirement in the five-year period will be in the DVB fields (Contact, Adjudication, Loan Guaranty). About 10 per cent of the centralized employees in these fields will retire each year.

TABLE 13. RETIREMENT: CENTRALIZED POSITIONS, 1971–1975, PROJECTED

CAREER FIELD	Number of Employees In Centralized Positions (12-31-70)	Percent Eligible To Retire, 1971–1975, (Annual Average)	Percent Estimated To Retire, 1971–1975, (Annual Average)
Contact Officer	47	33.2	11.1
Adjudicator	85	38.4	9.6
Loan Guaranty	69	36.0	9.0
Personnel Management	230	26.6	9.0
Fiscal Management	208	28.3	8.8
Medical Administration	310	21.1	8.4
Attorney	161	40.0	8.0
Nurse (Title 38)	437	15.9	8.0
Data Management	60	16.7	6.7
Building Management	141	16.7	5.9
Dietitian	163	16.9	5.6
Physician (Title 38)	1010	26.2	5.6
Social Worker	160	26.7	5.6
Supply Management	155	25.8	5.6
Dentist (Title 38)	172	27.4	5.5
Management Analyst	125	25.6	5.1
Pharmacist	171	15.3	3.8
Engineer	188	16.0	3.2
Psychologist	194	15.8	3.1
TOTAL	4086	23.7	6.4
TOTAL (LESS Title 38)	2467	23.8	6.7

LOSSES: ANNUAL RATES

(Table 14)

- "Losses," as used here, include only movements of employees out of VA. Therefore, they do not necessarily reflect total replacement needs in a given career field, since movement of employees out of one field to other VA positions is not included. In most fields, however, such "internal losses" are relatively small.

- Losses during the five-year period 1966–1970 were moderate, averaging only about 8 per cent (excluding Title 38 at about 14 per cent a year). In most fields, losses were lower in 1969 and 1970 than in each of the preceding three years.

- Losses in the five-year period 1971–1975 are expected to continue at a moderate rate. There will be a small increase in most fields, due primarily to the anticipated rise in retirements. Losses will average about 10 per cent a year (except for Nurses and Physicians).

- Apart from the DVB career fields, where losses are principally a function of age and retirement eligibility, losses in general appear to reflect the degree of competition in the labor market for occupational skills–the "scarce categories" of professional employees ranking highest and the administrative support services showing the greatest stability.

TABLE 14. LOSSES: ANNUAL RATES

CAREER FIELD	Percentage of Employees Leaving VA		
	1970	Annual Average 1966–1970	Estimated Annual Average 1971–1975
Nurse (Title 38)	15.6	18.1	20.1
Physician (Title 38)	14.5	12.5	14.7
Data Management	7.8	11.4	13.3
Adjudicator	9.4	9.1	11.9
Dietitian	9.9	11.3	11.4
Attorney	8.8	7.7	10.9
Social Worker	8.6	9.9	10.9
Psychologist	7.8	9.0	10.4
Contact Officer	8.4	7.4	10.1
Personnel Management	6.3	6.9	9.8
Loan Guaranty	7.9	7.0	9.6
Management Analyst	4.5	6.4	9.0
Fiscal Management	3.9	5.6	8.9
Dentist (Title 38)	9.6	7.8	8.7
Engineer	8.9	8.2	8.7
Pharmacist	6.8	7.7	8.6
Supply Management	5.7	5.4	8.0
Medical Administration	4.9	4.2	7.9
Building Management	2.9	6.1	7.7
TOTAL	11.6	12.6	14.1
TOTAL (LESS Title 38)	7.2	7.8	9.7

LOSSES: CENTRALIZED POSITIONS

(Table 15)

- Losses from centralized positions in the five-year period 1966–1970 occurred at about half the rate for all positions. This correlates with the fact that most centralized positions are in the higher grades and that loss rates tend to vary inversely with grade. In our particular group of positions (excluding Title 38) the annual loss rate tends to decrease by 1 per cent for every 2 grades–roughly 10 per cent for grades 5 and 6 and levelling off at about 5 per cent for grade 13 and up.

- In the five-year period 1971–1975, we project an increase in losses from centralized positions–due principally to the advancing age, length of service, and retirement eligibility of employees in these positions. Annually, losses will range from 5 per cent for Pharmacists to almost 14 per cent for Contact Officers, averaging about 9 per cent.

- In general, employees in centralized positions tend to be very stable, even those in high-demand categories and with highly marketable skills. The preponderance of losses from these positions will be by retirement.

TABLE 15. LOSSES: CENTRALIZED POSITIONS

CAREER FIELD	Percentage of Centralized Employees Leaving VA		
	1970	Annual Average 1966–1970	Estimated Annual Average 1971–1975
Contact Officer	8.5	10.2	13.8
Physician (Title 38)	10.8	9.4	10.4
Adjudicator	4.7	4.5	10.1
Loan Guaranty	1.4	5.2	9.7
Personnel Management	2.6	3.4	9.5
Data Management	5.0	5.2	9.3
Fiscal Management	2.4	4.8	9.3
Management Analyst	3.2	7.0	9.3
Medical Administration	5.8	4.2	9.3
Dietitian	3.7	6.8	9.0
Attorney	9.3	5.2	8.8
Nurse (Title 38)	5.3	5.5	8.5
Psychologist	6.2	6.2	7.3
Dentist (Title 38)	8.7	6.7	7.1
Building Management	1.4	3.5	6.4
Social Worker	5.6	4.2	6.2
Engineer	7.4	6.1	6.1
Supply Management	9.0	5.4	6.1
Pharmacist	2.9	3.1	5.0
TOTAL	6.6	6.3	8.7
TOTAL (LESS Title 38)	5.5	5.0	8.2

LOSSES: BY TYPE, 1966–1970

(Table 16)

- Overall, about 70 per cent of the employee losses in the five-year period 1966–1970 occurred by resignation, with retirement accounting for slightly more than half of the remainder. Excluding Title 38, less than half the losses were by resignation (47 per cent), with retirements accounting for nearly 30 per cent of all losses.

- Contact Officer and Loan Guaranty had the highest percentage of retirements; Nurses and Dietitians the highest percentage of resignations; and Data Management and Personnel Management the highest percentage of other losses (believed to be principally transfers to other federal agencies).

- In the more stable administrative and DVB career fields, retirement was the largest loss factor with the remaining fields about equally divided between resignations and "other" losses.

- As a rule of thumb, one can look to age and length of service as the barometers of employee turnover and replacement needs in the administrative career fields, and to factors which affect our competitive posture in the talent market (such as pay and recognition) for clues to professional turnover.

TABLE 16. LOSSES: BY TYPE, 1966–1970

CAREER FIELD	Percentage of Annual Average Employment			
	Retired	Resigned	Separated (All Other Losses)	Total
Nurse (Title 38)	1.5	15.9	0.7	18.1
Physician (Title 38)	3.1	7.6	1.8	12.5
Data Management	0.7	6.1	5.1	11.4
Dietitian	2.1	8.5	0.7	11.3
Social Worker	1.4	7.6	0.9	9.9
Adjudicator	2.6	4.7	1.8	9.1
Psychologist	1.4	6.4	1.2	9.0
Engineer	2.5	2.4	3.3	8.2
Dentist (Title 38)	3.4	3.2	1.2	7.8
Attorney	2.9	2.7	2.1	7.7
Pharmacist	1.2	4.6	1.9	7.7
Contact Officer	3.8	1.8	1.8	7.4
Loan Guaranty	3.4	1.3	2.3	7.0
Personnel Management	1.6	1.8	3.5	6.9
Management Analyst	2.0	1.8	2.6	6.4
Building Management	2.1	1.9	2.1	6.1
Fiscal Management	2.1	1.6	1.8	5.6
Supply Management	2.4	1.4	1.6	5.4
Medical Administration	1.7	1.6	0.9	4.2
TOTAL	2.1	9.1	1.4	12.6
TOTAL (LESS Title 38)	2.2	3.7	1.9	7.8

LOSSES: BY TYPE, 1971–1975, PROJECTED

(Table 17)

- Loss patterns for Nurses and Physicians are expected to remain the same for the five-year period 1971-1975 with resignations the predominant type of loss and the proportion of retirements increasing.

- For most other fields, resignations and transfers are expected to remain at the 1966–1970 levels or decrease slightly, with retirements becoming the primary type of loss.

- Since retirements come predominantly from the higher grades (70 per cent are from grade GS-11 and above) and resignations from the lower grades (60 per cent are from grades below GS-11), the relative as well as the absolute increase in retirements is salutary in a way because it creates "more room at the top" for career-minded employees.

- In the five-year period 1971–1975, therefore, we should see an increase in the proportion of vacancies being filled by promotion and also an increase in the number of young people being brought in at the lower grades (5 and 7) to be groomed for long-term development.

TABLE 17. LOSSES: BY TYPE, 1971–1975, PROJECTED

CAREER FIELD	Percentage of Annual Average Employment Projected			
	Retirement	Resignation	Separation (All Other Losses)	Total
Nurse (Title 38)	2.4	17.0	0.7	20.1
Physician (Title 38)	4.9	8.0	1.8	14.7
Data Management	2.3	6.0	5.0	13.3
Adjudicator	5.4	4.7	1.8	11.9
Dietitian	2.7	8.0	0.7	11.4
Attorney	6.3	2.5	2.1	10.9
Social Worker	3.0	7.0	0.9	10.9
Psychologist	3.4	6.0	1.1	10.4
Contact Officer	6.3	1.8	2.0	10.1
Personnel Management	5.0	1.8	3.0	9.8
Loan Guaranty	6.0	1.3	2.3	9.6
Management Analyst	4.4	1.6	3.0	9.0
Fiscal Management	5.3	1.6	2.0	8.9
Dentist (Title 38)	3.9	3.5	1.3	8.7
Engineer	2.8	2.4	3.5	8.7
Pharmacist	2.2	4.5	1.9	8.6
Supply Management	5.7	1.5	1.2	8.0
Medical Administration	5.4	1.6	0.9	7.9
Building Management	3.8	1.9	2.0	7.7
TOTAL	3.7	9.0	1.4	14.1
TOTAL (LESS Title 38)	4.6	3.3	1.8	9.7

APPENDIX

POSITION GROUP COMPOSITION AND ORGANIZATIONAL COVERAGE OF CAREER FIELDS (1970)
(Full-time, non-temporary, GS-5 and above and equivalent)

Career Field	Position Series & Title Codes	Organization		
		VA-wide	DM&S	DVB
ADJUDICATION	0996			X
ATTORNEY	0905	X		
BUILDING MANAGEMENT	0673		X	
CONTACT OFFICER	0962			X
DATA MANAGEMENT	0330, 0332, 0333, 0334, 0335	X		
DENTIST (Title 38)	0680		X	
DIETITIAN	0630		X	
ENGINEER	0801, 0803, 0804, 0806, 0809, 0810, 0819, 0830, 0850, 0855	X		
FISCAL MANAGEMENT	0501-01-02-05-08-12-18-22-25-32-35-38-39; 0504, 0505, 0510, 0525, 0560, 0301-57-59	X		
LOAN GUARANTY	1101, 1165, 1170, 1171, 0828, 0301-22-23-24-47-48-49-81			X
MANAGEMENT ANALYST	0343	X		
MEDICAL ADMINISTRATION	0301-42-51-52-53-54-55 56-64; 0669-02-03		X	
NURSE (Title 38)	0610		X	
PERSONNEL MANAGEMENT	0201, 0212, 0221, 0223 0230, 0235	X		
PHARMACIST	0660		X	
PHYSICIAN (Title 38)	0602		X	
PSYCHOLOGIST	0180	X		
SOCIAL WORKER	0185		X	
SUPPLY MANAGEMENT	1102, 1105, 2001, 2003, 2010, 2030, 2050, 2070		X	

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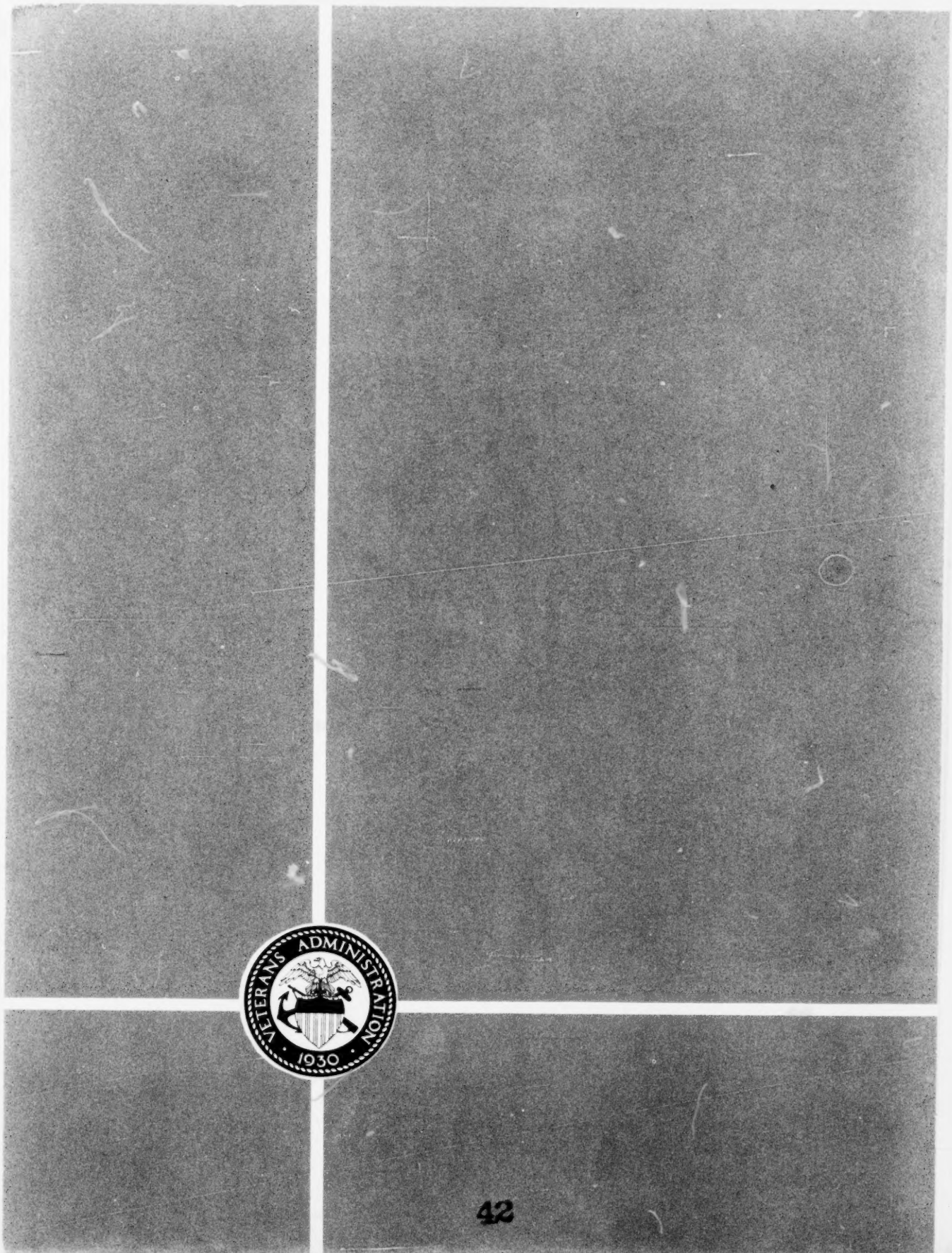
VETERANS ADMINISTRATION
1930